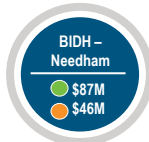
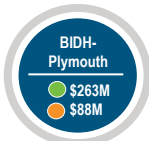
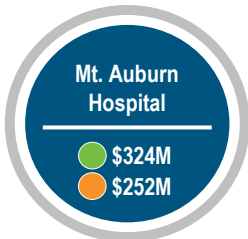
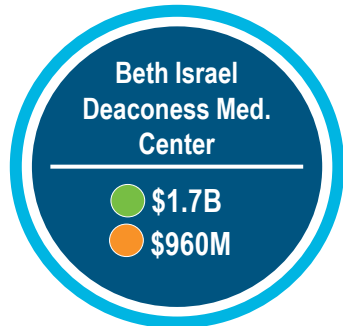


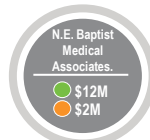
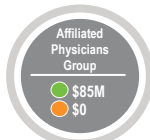
AH Acute Hospitals



NH Non-Acute Hospitals

Not applicable

PO Physician Organizations



HP Health Plans

Not applicable

OP Other Health Care Providers

Not applicable

OO Other Organizations

See the technical appendix for details



Consolidating
Eliminations:  (\$220M)
 \$0

At a Glance

CareGroup, Inc. is a corporate entity that controls several regional teaching and community hospitals and physician groups.

6
Acute Hospitals

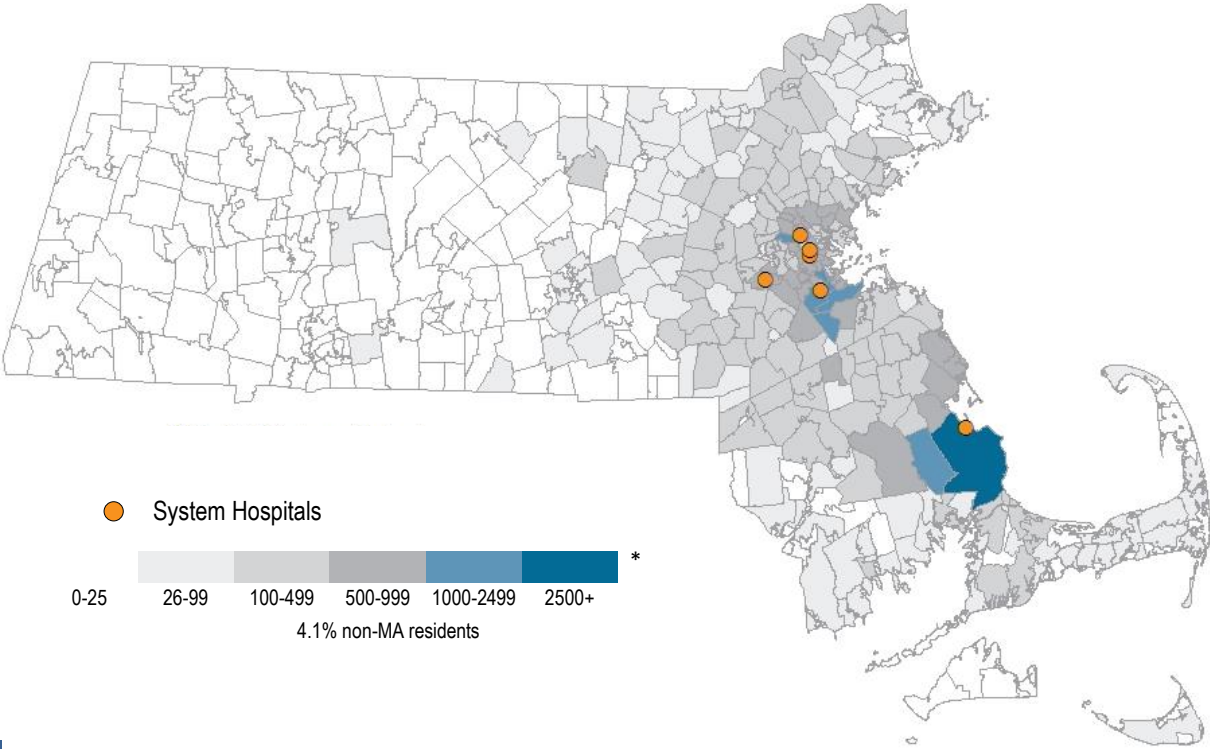
14K
Employees
(Approximately)

\$66M
Total Profit/Loss

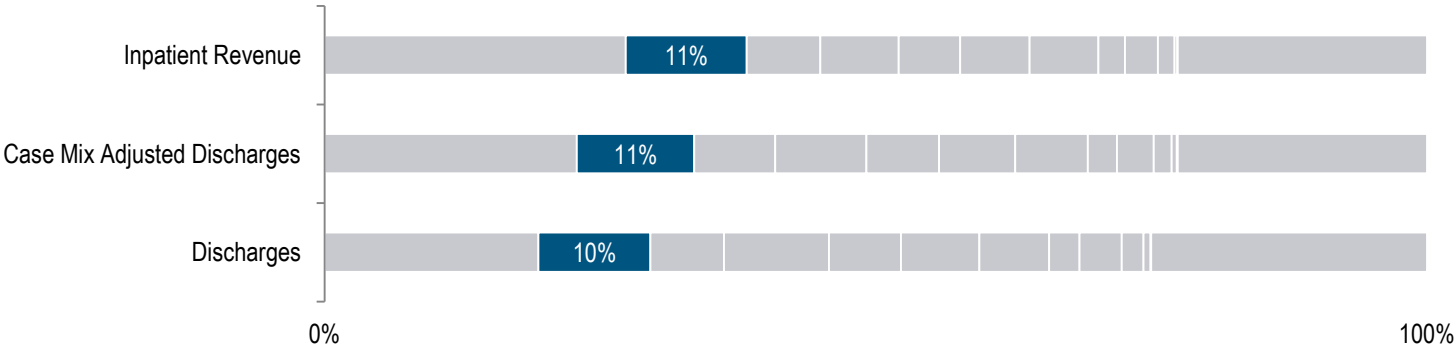
1.9%
Total Margin

\$235M
Annual Research
Revenue

AH **Acute Hospital Discharges per Zip Code**



AH **System's Percentage of all Massachusetts Acute Hospital...**



	Entity	Profit (Loss) in Millions	Total Margin
AH	Beth Israel Deaconess Hospital - Milton	\$14.2	11.9%
AH	Beth Israel Deaconess Hospital - Needham	\$2.2	2.5%
AH	Beth Israel Deaconess Hospital - Plymouth	\$16.2	6.1%
AH	Beth Israel Deaconess Medical Center	\$74.6	4.3%
AH	Mt. Auburn Hospital	\$3.9	1.2%
AH	NE Baptist Hospital	\$10.1	4.1%
PO	Affiliated Physicians Group	(\$25.6)	-30.0%
PO	Harvard Medical Faculty Physicians	\$17.3	2.9%
PO	Jordan Physician Associates	(\$7.6)	-27.8%
PO	Mount Auburn Professional Serv.	(\$27.0)	-36.4%
PO	N.E. Baptist Medical Assoc.	(\$4.6)	-37.6%

*Origin(s) of patients served by system hospitals